

URBAN COWBOY

Marlboro Urban Visibility Program 1995

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SITUATION ANALYSIS

- Urban environment has international market characteristics and requires diverse marketing techniques
- Limited distribution contributes to urban accounts' low volume
- Premium brand pack sales are primary source of store profitability
- PM promotions as well as FSF structure are not geared to urban markets
- Lack of sophisticated business practices and language barrier inhibit PM's ability to implement volume based programs

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SITUATION ANALYSIS

- Opportunity exists to build business by generating incremental volume
- Opportunity exists to develop low volume program utilizing alternative merchandising methods to increase PM brand awareness
- Major opportunity exists to increase penetration of urban promotions through sub-jobbers and in non-workload accounts.
- Opportunity exists to build customer relationships through ethnic trade associations and local legislative issues.

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OBJECTIVES

- Penetrate ethnically diverse, growing urban markets
- Build Marlboro brand family with the emphasis on Marlboro Menthol
- Defend against share loss among young adult smokers
- Broaden distribution, ensure product availability and create visibility/merchandising presence in non-workload accounts
- Build consumer and retail account database
- Promote PM products in outlets not in our workload

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STRATEGIES

- Conduct incremental field activity in primarily non-workload urban accounts utilizing external workforce
- In-Store Mission:
 - Gain Marlboro Visibility
 - Broaden Distribution
 - Establish Merchandising Presence
 - Place Promotions

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STRATEGIES

- Obtain account information
- Establish retailer relationship
- Build relationships with sub-jobbers
- Target diverse population groups
- Build database through info generated from daily call reports

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STRATEGIES

• Timetable of Events

1/1/95 52 Weeks	1/16/95 50 Weeks	2/13/95 46 Weeks	2/21/95 45 Weeks	2/27/95 44 Weeks	3/6/95 43 Weeks
Philadelphia Hire MM	Secure 2 Vans, 1 P/T, 4 Merch and begin 3 day training			Secure 2 more vans, 4 more Merch. and begin 3 day training	
Baltimore/ Washington Hire MM	Secure 2 Vans, 1 P/T, 4 Merch and begin 3 day training			Secure 2 more vans, 4 more Merch. and begin 3 day training	
Miami		Hire MM		Secure 4 Vans, 1 P/T, 8 Merch, and begin 3 day training	
Boston		Hire MM		Secure 2 Vans, 1 P/T, 3 Merch, and begin 3 day training	
Detroit			Estimated: Hire MM		Estimated Secure 4 Vans, 1 P/T, 4 Merch, and begin 3 day training
Chicago			Estimated: Hire MM		Estimated Secure 4 Vans, 1 P/T, 4 Merch, and begin 3 day training

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New York will operate as set forth in 1994

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Tactical Execution

External personnel requirements**

<u>Market</u>	<u>Accounts</u>	<u>MM</u>	<u>Merch</u>	<u>PT</u>	<u>Vans</u>	<u>MM/ Merch</u>
New York:	3,000	2	16	2	8	
Boston:	750		3	1	2	1
Philadelphia:	1,500	1	8	1	4	
Miami, FL:	1,500	1	8	1	4	
Balt/Wash*:	1,500	1	8	1	4	
Chicago:	1,500	1	8	1	4	
Detroit:	1,500	1	8	1	4	
Total	11,250	7	59	8	30	1

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* Includes 4 Merch in DC, 2 Merch in PG County, MD and 2 Merch in Baltimore

**Estimated Based on 375 Calls Per Van

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Tactical Execution

Agency responsibilities

- Region Manager, Market Managers, Merchandiser and Part Timer activity
- Secure Warehouse for POS and vans*
- Build and maintain database of retailer names and characteristics
- Produce business cards for non-PM personnel
- Roll-up reports
- Quality control of merchandiser activity

* PM USA will provide vans

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Tactical Execution

Region Manager (RM) Responsibilities:

- Manage Market Managers
- Continuous communication with PM USA Project Coordinator
- Monitor warehouse inventory and order POS
- Submit call report summaries to PM USA
- Oversee database

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Tactical Execution

Market Manager (MM) Responsibilities:

- Manage Merchandisers
- Oversee daily operations
- Ongoing training
- Ensure inventory available for displays
- Field audits
- Collect, roll up and report team members' call reports

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Tactical Execution

Merchandiser Responsibilities:

- 13 calls per day/65 calls per week minimum
- Find/identify and document non-workload accounts
- Establish relationship with retailer through regularly scheduled visits
- POS placement
- Fill displays with retailer's product from retailer's inventory
- Complete Initial call report for accounts where PM items placed
- Complete daily call summary for each account visited
- Sell -in promotions on a scheduled 12 month promotion and visibility program
- Sell-in plexiglass urban counter display
- Pre vs post account pictures

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Tactical Execution

- Orientation and field training
- Workload cycle of 6 weeks

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POS

Create Strong Marlboro Presence Utilizing POS Suitable For Urban Environment:

- Plexiglass Display (Modified)
- Marlboro Country Store POS Kits
- Marlboro Clocks
- Metal Signs
- Decal Kits
- Door Decals:
 - Open/Close
 - Push Pull
 - Store Hours
 - In/Out
 - Please See Other Door
 - Open 24 Hours
 - Marl Sign: 16x32
 - Marl Sign: 26x36
- Pricing Signs
- Bronco Vertical Sign
- Horiz window Screen
- Vertical With Black
- Bronco Change Mat
- Pricing Sign
- Sold Here Decals
- Marlboro Billy Lotto Boards w/Retro Fit

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Promotions

1994:

- Marlboro Cap Promotion with POS
- Marlboro Lighter Promotion (Section 13)

1995:

- One promotion every month as allocated for special urban program
- Marlboro and other top selling premium brand
 - Non-workload accounts - 20 deal
 - Smaller displays
 - Marlboro Cap promotion
 - Other promotions

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Displays

- Plexiglass counter display designed to fit over cash register 30,000 available for accounts in urban markets

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DAILY OPERATIONS

Daily Tasks:

- Day begins at Warehouse
- Hours: 8:00 am - 4:15 pm (adjustable by market)
- Attire: business casual
- Daily parking for territory calls
- Complete Initial Call Report for first visits, POS accepted
- Complete Daily Call Summary for each call

Warehouse Locations:

- Team meeting point
- Overnight parking
- POS storage
- Secured

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DAILY OPERATIONS

Communication

- PM contact/support
- Assignment Numbers

20 hour per week part-timers

- Assemble displays
- Product telemarketing (communicate w/sub-jobbers if required)
- Available to fill spots generated by turnover
- Assist Managers with summarizing call information

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Measurements

External Work Force Tracking

- Initial Call Summary in acceptance accounts (pre-program scenario)
- Daily Call Reports
- Handwritten tracking report
- Account information for database
- Pre vs post visit visuals

Store audit tracking

- Volume/Share
- Causal Information
- Retailer and Consumer questionnaires
- POS Validation
- Visibility
- Promotions
- Visuals

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